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[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.*



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May 1, 2012

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.  
Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #76 (Agenda Item #S-1, May 1, 2012)**

This is to provide your Board with the monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This is the full operational report with trends to include the month of March 2012.

**Census Trending** (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of March was 572 out of 676 licensed beds; an estimated 83% utilization rate (85% occupancy). The census for Medical/Surgical units was 296; an estimated 94% utilization rate (96% occupancy) for March 2012.

**Emergency Department (ED) Indicators**

Attachment #1 demonstrates a decrease in the Dangerously Overcrowding Level. The Left Without Being Seen (LWBS), ED Wait Time, and Median ED Boarding key indicators remained stable during this period. There was an increase in the Average Length of Stay (ALOS). The number of patients transferred out this period is 4% less than February 2012.

The Dangerously Overcrowding Level Comparison for this period was 8.6% compared to 18.4% in February 2012.

If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer, at (323) 409-2800.

PD:bh

**Attachments**

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors

**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period –March 2012**

Indicator	Definition	Data	Comments																																																								
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																											
1a.  Average Daily Census (ADC)	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <table><tr><th>Month</th><th>ADC</th></tr><tr><td>Nov '08</td><td>491</td></tr><tr><td>Dec '08</td><td>525</td></tr><tr><td>Jan '09</td><td>551</td></tr><tr><td>Feb '09</td><td>563</td></tr><tr><td>Mar '09</td><td>577</td></tr><tr><td>Apr '09</td><td>572</td></tr><tr><td>May '09</td><td>572</td></tr><tr><td>Jun '09</td><td>592</td></tr><tr><td>Jul '09</td><td>592</td></tr><tr><td>Aug '09</td><td>567</td></tr><tr><td>Sep '09</td><td>592</td></tr><tr><td>Oct '09</td><td>592</td></tr><tr><td>Nov '09</td><td>596</td></tr><tr><td>Dec '09</td><td>596</td></tr><tr><td>Jan '10</td><td>581</td></tr><tr><td>Feb '10</td><td>593</td></tr><tr><td>Mar '10</td><td>600</td></tr><tr><td>Apr '10</td><td>577</td></tr><tr><td>May '10</td><td>575</td></tr><tr><td>Jun '10</td><td>569</td></tr><tr><td>Jul '10</td><td>579</td></tr><tr><td>Aug '10</td><td>561</td></tr><tr><td>Sep '10</td><td>587</td></tr><tr><td>Oct '10</td><td>580</td></tr><tr><td>Nov '10</td><td>582</td></tr><tr><td>Dec '10</td><td>580</td></tr><tr><td>Jan '11</td><td>572</td></tr></table>	Month	ADC	Nov '08	491	Dec '08	525	Jan '09	551	Feb '09	563	Mar '09	577	Apr '09	572	May '09	572	Jun '09	592	Jul '09	592	Aug '09	567	Sep '09	592	Oct '09	592	Nov '09	596	Dec '09	596	Jan '10	581	Feb '10	593	Mar '10	600	Apr '10	577	May '10	575	Jun '10	569	Jul '10	579	Aug '10	561	Sep '10	587	Oct '10	580	Nov '10	582	Dec '10	580	Jan '11	572	ADC provided as background information.
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LAC+USC Medical Center  
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1b. Occupancy Rate LAC+USC Medical Center	<p><b>Definition:</b> A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b> The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\frac{\text{Med Center Census} - \text{Newborns}}{600}</math></p> <table><tr><th>Month</th><th>% Occ</th></tr><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>88%</td></tr><tr><td>Aug '09</td><td>86%</td></tr><tr><td>Sep '09</td><td>83%</td></tr><tr><td>Oct '09</td><td>83%</td></tr><tr><td>Nov '09</td><td>86%</td></tr><tr><td>Dec '09</td><td>86%</td></tr><tr><td>Jan '10</td><td>88%</td></tr><tr><td>Feb '10</td><td>87%</td></tr><tr><td>Mar '10</td><td>87%</td></tr><tr><td>Apr '10</td><td>88%</td></tr><tr><td>May '10</td><td>88%</td></tr><tr><td>Jun '10</td><td>89%</td></tr><tr><td>Jul '10</td><td>89%</td></tr><tr><td>Aug '10</td><td>90%</td></tr><tr><td>Sep '10</td><td>90%</td></tr><tr><td>Oct '10</td><td>86%</td></tr><tr><td>Nov '10</td><td>86%</td></tr><tr><td>Dec '10</td><td>89%</td></tr><tr><td>Jan '11</td><td>90%</td></tr><tr><td>Feb '11</td><td>88%</td></tr><tr><td>Mar '11</td><td>88%</td></tr><tr><td>Apr '11</td><td>86%</td></tr><tr><td>May '11</td><td>86%</td></tr><tr><td>Jun '11</td><td>85%</td></tr><tr><td>Jul '11</td><td>85%</td></tr><tr><td>Aug '11</td><td>84%</td></tr><tr><td>Sep '11</td><td>86%</td></tr><tr><td>Oct '11</td><td>86%</td></tr><tr><td>Nov '11</td><td>86%</td></tr><tr><td>Dec '11</td><td>87%</td></tr><tr><td>Jan '12</td><td>86%</td></tr><tr><td>Feb '12</td><td>85%</td></tr><tr><td>Mar '12</td><td>85%</td></tr></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	88%	Aug '09	86%	Sep '09	83%	Oct '09	83%	Nov '09	86%	Dec '09	86%	Jan '10	88%	Feb '10	87%	Mar '10	87%	Apr '10	88%	May '10	88%	Jun '10	89%	Jul '10	89%	Aug '10	90%	Sep '10	90%	Oct '10	86%	Nov '10	86%	Dec '10	89%	Jan '11	90%	Feb '11	88%	Mar '11	88%	Apr '11	86%	May '11	86%	Jun '11	85%	Jul '11	85%	Aug '11	84%	Sep '11	86%	Oct '11	86%	Nov '11	86%	Dec '11	87%	Jan '12	86%	Feb '12	85%	Mar '12	85%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
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<p><b>2a. Median Emergency Department Boarding Time (EDBT)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>Boarding Time:</b> Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b> The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> Less than 7 hours.</p>	<p><b>Median EDBT</b></p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:17</td><td>4:33</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:21</td><td>4:28</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>3:00</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:32</td><td>4:00</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:31</td><td>4:34</td></tr> <tr><td>May '09</td><td>6:08</td><td>2:36</td><td>4:36</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:35</td><td>4:32</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:39</td><td>4:41</td></tr> <tr><td>Aug '09</td><td>5:13</td><td>2:40</td><td>4:44</td></tr> <tr><td>Sep '09</td><td>5:37</td><td>2:32</td><td>4:57</td></tr> <tr><td>Oct '09</td><td>4:36</td><td>2:47</td><td>4:02</td></tr> <tr><td>Nov '09</td><td>4:02</td><td>2:34</td><td>3:05</td></tr> <tr><td>Dec '09</td><td>5:55</td><td>2:43</td><td>5:14</td></tr> <tr><td>Jan '10</td><td>5:30</td><td>2:27</td><td>4:45</td></tr> <tr><td>Feb '10</td><td>6:47</td><td>2:28</td><td>5:42</td></tr> <tr><td>Mar '10</td><td>6:04</td><td>2:20</td><td>5:10</td></tr> <tr><td>Apr '10</td><td>6:23</td><td>2:16</td><td>5:29</td></tr> <tr><td>May '10</td><td>6:44</td><td>1:59</td><td>5:48</td></tr> <tr><td>Jun '10</td><td>10:26</td><td>2:14</td><td>8:44</td></tr> <tr><td>Jul '10</td><td>11:32</td><td>2:20</td><td>9:03</td></tr> <tr><td>Aug '10</td><td>8:27</td><td>2:07</td><td>7:57</td></tr> <tr><td>Sep '10</td><td>6:39</td><td>2:10</td><td>8:36</td></tr> <tr><td>Oct '10</td><td>6:18</td><td>2:08</td><td>7:41</td></tr> <tr><td>Nov '10</td><td>9:37</td><td>2:23</td><td>8:09</td></tr> <tr><td>Dec '10</td><td>11:22</td><td>2:04</td><td>8:03</td></tr> <tr><td>Jan '11</td><td>7:27</td><td>1:57</td><td>6:10</td></tr> <tr><td>Feb '11</td><td>7:09</td><td>1:50</td><td>6:40</td></tr> <tr><td>Mar '11</td><td>7:28</td><td>1:54</td><td>5:49</td></tr> <tr><td>Apr '11</td><td>5:40</td><td>1:54</td><td>4:58</td></tr> <tr><td>May '11</td><td>7:43</td><td>1:54</td><td>6:45</td></tr> <tr><td>Jun '11</td><td>8:25</td><td>2:03</td><td>4:00</td></tr> <tr><td>Jul '11</td><td>6:16</td><td>2:06</td><td>5:09</td></tr> <tr><td>Aug '11</td><td>10:08</td><td>1:49</td><td>7:28</td></tr> <tr><td>Sep '11</td><td>9:04</td><td>2:06</td><td>7:28</td></tr> <tr><td>Oct '11</td><td>6:41</td><td>2:12</td><td>5:45</td></tr> <tr><td>Nov '11</td><td>6:27</td><td>2:26</td><td>5:27</td></tr> <tr><td>Dec '11</td><td></td><td></td><td></td></tr> <tr><td>Jan '12</td><td></td><td></td><td></td></tr> <tr><td>Feb '12</td><td></td><td></td><td></td></tr> <tr><td>Mar '12</td><td></td><td></td><td></td></tr> </tbody> </table> <p>Mar '12 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:17	4:33	Dec '08	4:58	2:21	4:28	Jan '09	5:22	3:00	4:28	Feb '09	5:14	2:22	4:44	Mar '09	6:06	2:32	4:00	Apr '09	7:43	2:31	4:34	May '09	6:08	2:36	4:36	Jun '09	5:00	2:35	4:32	Jul '09	5:37	2:39	4:41	Aug '09	5:13	2:40	4:44	Sep '09	5:37	2:32	4:57	Oct '09	4:36	2:47	4:02	Nov '09	4:02	2:34	3:05	Dec '09	5:55	2:43	5:14	Jan '10	5:30	2:27	4:45	Feb '10	6:47	2:28	5:42	Mar '10	6:04	2:20	5:10	Apr '10	6:23	2:16	5:29	May '10	6:44	1:59	5:48	Jun '10	10:26	2:14	8:44	Jul '10	11:32	2:20	9:03	Aug '10	8:27	2:07	7:57	Sep '10	6:39	2:10	8:36	Oct '10	6:18	2:08	7:41	Nov '10	9:37	2:23	8:09	Dec '10	11:22	2:04	8:03	Jan '11	7:27	1:57	6:10	Feb '11	7:09	1:50	6:40	Mar '11	7:28	1:54	5:49	Apr '11	5:40	1:54	4:58	May '11	7:43	1:54	6:45	Jun '11	8:25	2:03	4:00	Jul '11	6:16	2:06	5:09	Aug '11	10:08	1:49	7:28	Sep '11	9:04	2:06	7:28	Oct '11	6:41	2:12	5:45	Nov '11	6:27	2:26	5:27	Dec '11				Jan '12				Feb '12				Mar '12				
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2b. ED Wait Time	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p><b>Average ED Wait Time</b></p> <table border="1"><thead><tr><th>Month</th><th>Adult</th><th>Peds</th><th>Total</th></tr></thead><tbody><tr><td>Nov '08</td><td>11:07</td><td>2:53</td><td>9:36</td></tr><tr><td>Jan '09</td><td>12:20</td><td>3:20</td><td>10:51</td></tr><tr><td>Mar '09</td><td>12:34</td><td>3:45</td><td>9:18</td></tr><tr><td>May '09</td><td>13:00</td><td>3:59</td><td>8:59</td></tr><tr><td>Jul '09</td><td>12:38</td><td>3:57</td><td>10:15</td></tr><tr><td>Sep '09</td><td>10:55</td><td>3:47</td><td>10:52</td></tr><tr><td>Nov '09</td><td>10:31</td><td>3:51</td><td>10:06</td></tr><tr><td>Jan '10</td><td>10:42</td><td>4:11</td><td>9:40</td></tr><tr><td>Mar '10</td><td>9:29</td><td>3:37</td><td>8:19</td></tr><tr><td>May '10</td><td>9:44</td><td>3:23</td><td>8:47</td></tr><tr><td>Jul '10</td><td>10:04</td><td>3:42</td><td>8:33</td></tr><tr><td>Sep '10</td><td>10:09</td><td>3:49</td><td>8:45</td></tr><tr><td>Nov '10</td><td>10:18</td><td>3:45</td><td>8:40</td></tr><tr><td>Jan '11</td><td>11:12</td><td>3:44</td><td>9:58</td></tr><tr><td>Mar '11</td><td>12:23</td><td>4:02</td><td>10:18</td></tr><tr><td>May '11</td><td>11:30</td><td>4:07</td><td>10:18</td></tr><tr><td>Jul '11</td><td>10:34</td><td>3:54</td><td>9:31</td></tr><tr><td>Sep '11</td><td>11:42</td><td>3:56</td><td>9:28</td></tr><tr><td>Nov '11</td><td>10:43</td><td>4:15</td><td>10:19</td></tr><tr><td>Jan '12</td><td>10:31</td><td>4:05</td><td>9:25</td></tr><tr><td>Mar '12</td><td>9:33</td><td>3:41</td><td>8:36</td></tr><tr><td>May '12</td><td>9:44</td><td>3:39</td><td>8:48</td></tr><tr><td>Jul '12</td><td>9:02</td><td>3:13</td><td>8:13</td></tr><tr><td>Sep '12</td><td>9:15</td><td>3:27</td><td>8:29</td></tr><tr><td>Nov '12</td><td>9:52</td><td>3:21</td><td>9:06</td></tr><tr><td>Jan '13</td><td>9:07</td><td>3:22</td><td>8:19</td></tr><tr><td>Mar '13</td><td>10:01</td><td>3:35</td><td>9:08</td></tr><tr><td>May '13</td><td>9:44</td><td>3:15</td><td>8:47</td></tr><tr><td>Jul '13</td><td>10:26</td><td>3:29</td><td>9:21</td></tr><tr><td>Sep '13</td><td>10:02</td><td>3:29</td><td>9:01</td></tr><tr><td>Nov '13</td><td>9:57</td><td>3:45</td><td>8:54</td></tr><tr><td>Jan '14</td><td>9:14</td><td>3:44</td><td>8:22</td></tr></tbody></table> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p><b>Total ED Wait time:</b> *Excludes Psych, Observation Unit, and Jail</p> <p>Mar '12 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	11:07	2:53	9:36	Jan '09	12:20	3:20	10:51	Mar '09	12:34	3:45	9:18	May '09	13:00	3:59	8:59	Jul '09	12:38	3:57	10:15	Sep '09	10:55	3:47	10:52	Nov '09	10:31	3:51	10:06	Jan '10	10:42	4:11	9:40	Mar '10	9:29	3:37	8:19	May '10	9:44	3:23	8:47	Jul '10	10:04	3:42	8:33	Sep '10	10:09	3:49	8:45	Nov '10	10:18	3:45	8:40	Jan '11	11:12	3:44	9:58	Mar '11	12:23	4:02	10:18	May '11	11:30	4:07	10:18	Jul '11	10:34	3:54	9:31	Sep '11	11:42	3:56	9:28	Nov '11	10:43	4:15	10:19	Jan '12	10:31	4:05	9:25	Mar '12	9:33	3:41	8:36	May '12	9:44	3:39	8:48	Jul '12	9:02	3:13	8:13	Sep '12	9:15	3:27	8:29	Nov '12	9:52	3:21	9:06	Jan '13	9:07	3:22	8:19	Mar '13	10:01	3:35	9:08	May '13	9:44	3:15	8:47	Jul '13	10:26	3:29	9:21	Sep '13	10:02	3:29	9:01	Nov '13	9:57	3:45	8:54	Jan '14	9:14	3:44	8:22	
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LAC+USC Medical Center  
 Operational Monitoring Report  
 Reporting Period March 2012

Indicator	Definition	Data	Comments
Indicator #2 - Emergency Department Metrics			
2c. Left Without Being Seen (LWBS)  *Harris Rodde Indicator	<p><b>LWBS:</b>            The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b>            The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b>            Affinity</p> <p><b>Target:</b>            No target value. Lower numbers are better.</p>	<p><b>Left Without Being Seen</b></p> <p>Mar '12 data is Preliminary data</p>	



**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period March 2012

Indicator	Definition	Data	Comments																																																																																
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2d. ED Diversion	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p><b>Diversion of ALS Units due to ED Saturation</b></p> <table border="1"><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>58</td></tr><tr><td>Apr '09</td><td>35</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>63</td></tr><tr><td>Jul '09</td><td>52</td></tr><tr><td>Aug '09</td><td>51</td></tr><tr><td>Sep '09</td><td>59</td></tr><tr><td>Oct '09</td><td>41</td></tr><tr><td>Nov '09</td><td>32</td></tr><tr><td>Dec '09</td><td>43</td></tr><tr><td>Jan '10</td><td>60</td></tr><tr><td>Feb '10</td><td>55</td></tr><tr><td>Mar '10</td><td>59</td></tr><tr><td>Apr '10</td><td>59</td></tr><tr><td>May '10</td><td>69</td></tr><tr><td>Jun '10</td><td>75</td></tr><tr><td>Jul '10</td><td>81</td></tr><tr><td>Aug '10</td><td>72</td></tr><tr><td>Sep '10</td><td>53</td></tr><tr><td>Oct '10</td><td>62</td></tr><tr><td>Nov '10</td><td>77</td></tr><tr><td>Dec '10</td><td>79</td></tr><tr><td>Jan '11</td><td>74</td></tr><tr><td>Feb '11</td><td>63</td></tr><tr><td>Mar '11</td><td>61</td></tr><tr><td>Apr '11</td><td>52</td></tr><tr><td>May '11</td><td>42</td></tr><tr><td>Jun '11</td><td>62</td></tr><tr><td>Jul '11</td><td>42</td></tr><tr><td>Aug '11</td><td>65</td></tr><tr><td>Sep '11</td><td>52</td></tr><tr><td>Oct '11</td><td>76</td></tr><tr><td>Nov '11</td><td>65</td></tr><tr><td>Dec '11</td><td>66</td></tr><tr><td>Jan '12</td><td>63</td></tr></tbody></table>	Month	% on Diversion	Nov '08	50	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	58	Apr '09	35	May '09	35	Jun '09	63	Jul '09	52	Aug '09	51	Sep '09	59	Oct '09	41	Nov '09	32	Dec '09	43	Jan '10	60	Feb '10	55	Mar '10	59	Apr '10	59	May '10	69	Jun '10	75	Jul '10	81	Aug '10	72	Sep '10	53	Oct '10	62	Nov '10	77	Dec '10	79	Jan '11	74	Feb '11	63	Mar '11	61	Apr '11	52	May '11	42	Jun '11	62	Jul '11	42	Aug '11	65	Sep '11	52	Oct '11	76	Nov '11	65	Dec '11	66	Jan '12	63	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none"><li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li><li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li></ul>
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LAC+USC Medical Center  
Operational Monitoring Report  
Reporting Period March 2012

Indicator	Definition	Data	Comments
2e. Surge Report		<p><b>Crowding Level Comparison</b></p> <p>New Facility Surge Plan Suspended      New Facility Surge Plan Operational</p> <p>% Distribution</p> <p>12/08 1/09 2/09 3/09 4/09 5/09 6/09 7/09 8/09 9/09 10/09 11/09 12/09 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 11/10 12/10 1/11 2/11 3/11 4/11 5/11 6/11 7/11 8/11 9/11 10/11 11/11 12/11 1/12 2/12 3/12</p> <p> <span>◆ Dangerously OC</span> <span>■ Severely OC</span> <span>▲ OverCrowded</span>  <span>● Extremely Busy</span> <span>* Busy</span> <span>● Not Busy</span> </p>	



**LAC+USC Medical Center**  
**Operational Monitoring Report**  
**Reporting Period March 2012**

Indicator	Definition	Data	Comments																														
Indicator #3 – Trends for Patient Diversions and Transfers and #4 – Transfers to Rancho Los Amigos Metrics																																	
3. & 4.  Rancho Los Amigos Hospital (RLAH) Transfers	<b>Transfers:</b> The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.	<u>Month of Mar '12</u>  <b>Referrals from ER:</b> <table><tr><td></td><td>Med/Surg</td><td>Acute Stroke</td><td>Total</td></tr><tr><td># Met transfer criteria</td><td>40</td><td>NA</td><td>-</td></tr><tr><td># Referred to RLAH</td><td>39</td><td>27</td><td>66</td></tr><tr><td># Transfers</td><td>39</td><td>27</td><td>66</td></tr><tr><td># Denied</td><td>1</td><td>NA</td><td>-</td></tr><tr><td># Cancelled</td><td>0*</td><td>NA</td><td>-</td></tr><tr><td># Patients refused*</td><td>0</td><td>NA</td><td>-</td></tr></table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	40	NA	-	# Referred to RLAH	39	27	66	# Transfers	39	27	66	# Denied	1	NA	-	# Cancelled	0*	NA	-	# Patients refused*	0	NA	-			
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# Patients refused*	0	NA	-																														
<b>Data Source:</b> Manual record keeping.  Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	<b>Referrals from Inpatients:</b> <table><tr><td></td><td>Med/Surg</td><td>Acute Stroke</td><td>Total</td></tr><tr><td># Met transfer criteria</td><td>14</td><td>NA</td><td>-</td></tr><tr><td># Referred to RLAH</td><td>12</td><td>7</td><td>19</td></tr><tr><td># Transfers</td><td>9</td><td>7</td><td>16</td></tr><tr><td># Denied</td><td>3</td><td>NA</td><td>-</td></tr><tr><td># Cancelled</td><td>1*</td><td>NA</td><td>-</td></tr><tr><td># Patients refused*</td><td>0</td><td>NA</td><td>-</td></tr><tr><td>Other /Pending</td><td>1</td><td>NA</td><td>-</td></tr></table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	14	NA	-	# Referred to RLAH	12	7	19	# Transfers	9	7	16	# Denied	3	NA	-	# Cancelled	1*	NA	-	# Patients refused*	0	NA	-	Other /Pending	1	NA	-
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LAC+USC Medical Center  
Operational Monitoring Report  
Reporting Period March 2012

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		<div><p><b>Rancho Med Surg Transfers Workload</b></p><table><tr><th>Month</th><th>ER</th><th>Inpt</th></tr><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>29</td></tr><tr><td>Jan '09</td><td>24</td><td>32</td></tr><tr><td>Feb '09</td><td>24</td><td>26</td></tr><tr><td>Mar '09</td><td>34</td><td>27</td></tr><tr><td>Apr '09</td><td>54</td><td>27</td></tr><tr><td>May '09</td><td>24</td><td>27</td></tr><tr><td>Jun '09</td><td>52</td><td>14</td></tr><tr><td>Jul '09</td><td>59</td><td>24</td></tr><tr><td>Aug '09</td><td>49</td><td>26</td></tr><tr><td>Sep '09</td><td>39</td><td>25</td></tr><tr><td>Oct '09</td><td>50</td><td>25</td></tr><tr><td>Nov '09</td><td>48</td><td>20</td></tr><tr><td>Dec '09</td><td>52</td><td>18</td></tr><tr><td>Jan '10</td><td>33</td><td>20</td></tr><tr><td>Feb '10</td><td>36</td><td>24</td></tr><tr><td>Mar '10</td><td>41</td><td>24</td></tr><tr><td>Apr '10</td><td>49</td><td>16</td></tr><tr><td>May '10</td><td>47</td><td>21</td></tr><tr><td>Jun '10</td><td>49</td><td>20</td></tr><tr><td>Jul '10</td><td>48</td><td>21</td></tr><tr><td>Aug '10</td><td>37</td><td>23</td></tr><tr><td>Sep '10</td><td>35</td><td>21</td></tr><tr><td>Oct '10</td><td>45</td><td>16</td></tr><tr><td>Nov '10</td><td>49</td><td>5</td></tr><tr><td>Dec '10</td><td>65</td><td>4</td></tr><tr><td>Jan '11</td><td>48</td><td>5</td></tr><tr><td>Feb '11</td><td>40</td><td>10</td></tr><tr><td>Mar '11</td><td>37</td><td>11</td></tr><tr><td>Apr '11</td><td>37</td><td>11</td></tr><tr><td>May '11</td><td>40</td><td>19</td></tr><tr><td>Jun '11</td><td>42</td><td>11</td></tr><tr><td>Jul '11</td><td>37</td><td>10</td></tr><tr><td>Aug '11</td><td>47</td><td>10</td></tr><tr><td>Spt '11</td><td>32</td><td>10</td></tr><tr><td>Oct '11</td><td>49</td><td>9</td></tr><tr><td>Nov '11</td><td>54</td><td>11</td></tr><tr><td>Dec '11</td><td>45</td><td>14</td></tr><tr><td>Jan '12</td><td>39</td><td>6</td></tr><tr><td>Feb '12</td><td>45</td><td>9</td></tr><tr><td>Mar '12</td><td>39</td><td>9</td></tr></table></div> <div><p><b>Patients Transferred Out</b></p><table><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr><tr><td>Nov '08</td><td>14</td><td>58</td></tr><tr><td>Dec '08</td><td>20</td><td>79</td></tr><tr><td>Jan '09</td><td>18</td><td>77</td></tr><tr><td>Feb '09</td><td>29</td><td>65</td></tr><tr><td>Mar '09</td><td>35</td><td>80</td></tr><tr><td>Apr '09</td><td>37</td><td>94</td></tr><tr><td>May '09</td><td>32</td><td>82</td></tr><tr><td>Jun '09</td><td>33</td><td>101</td></tr><tr><td>Jul '09</td><td>36</td><td>139</td></tr><tr><td>Aug '09</td><td>58</td><td>96</td></tr><tr><td>Sep '09</td><td>62</td><td>98</td></tr><tr><td>Oct '09</td><td>61</td><td>111</td></tr><tr><td>Nov '09</td><td>52</td><td>90</td></tr><tr><td>Dec '09</td><td>81</td><td>101</td></tr><tr><td>Jan '10</td><td>83</td><td>93</td></tr><tr><td>Feb '10</td><td>87</td><td>89</td></tr><tr><td>Mar '10</td><td>98</td><td>111</td></tr><tr><td>Apr '10</td><td>84</td><td>121</td></tr><tr><td>May '10</td><td>86</td><td>100</td></tr><tr><td>Jun '10</td><td>85</td><td>99</td></tr><tr><td>Jul '10</td><td>86</td><td>102</td></tr><tr><td>Aug '10</td><td>69</td><td>94</td></tr><tr><td>Sep '10</td><td>81</td><td>86</td></tr><tr><td>Oct '10</td><td>90</td><td>85</td></tr><tr><td>Nov '10</td><td>96</td><td>139</td></tr><tr><td>Dec '10</td><td>97</td><td>96</td></tr><tr><td>Jan '11</td><td>109</td><td>84</td></tr><tr><td>Feb '11</td><td>128</td><td>78</td></tr><tr><td>Mar '11</td><td>137</td><td>83</td></tr><tr><td>Apr '11</td><td>108</td><td>73</td></tr><tr><td>May '11</td><td>87</td><td>87</td></tr><tr><td>Jun '11</td><td>87</td><td>99</td></tr><tr><td>Jul '11</td><td>78</td><td>101</td></tr><tr><td>Aug '11</td><td>75</td><td>78</td></tr><tr><td>Sep '11</td><td>85</td><td>121</td></tr><tr><td>Oct '11</td><td>97</td><td>97</td></tr><tr><td>Nov '11</td><td>102</td><td>77</td></tr><tr><td>Dec 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Data was revised to reflect total # of patients (including stroke patients) referred to Rancho																																																																																																																																																																																																																																																									

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**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period March 2012

Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5.  Average Length of Stay (ALOS)   			

**LAC+USC Medical Center**  
Operational Monitoring Report  
Reporting Period March 2012

Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6.  Pediatric Bed Census and Occupancy (%)  Pediatric ICU (PICU)  Neonatal ICU (NICU)  Pediatric Unit  Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.  Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.  Source of Data: Affinity	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Nov-09	35%	64%	70%	70%	
		Mar -10	65%	68%	60%	75%	
		Apr-10	60%	64%	60%	80%	
		May -10	67.5%	68%	80%	80%	
		Jun -10	65%	64%	70%	80%	
		Jul -10	60%	68%	80%	85%	
		Aug -10	62%	68%	60%	85%	
		Sep -10	72.5%	60%	60%	80%	
		Nov-10	67.5%	48%	50%	70%	
		Dec -10	62%	60%	50%	65%	
		Jan -11	55%	60%	70%	70%	
		Feb -11	57%	68%	80%	80%	
		Mar- 11	57%	60%	70%	75%	
		Apr-11	55%	64%	50%	75%	
		May -11	57%	56%	50%	80%	
		Jul -11	58%	44%	50%	70%	
		Aug- 11	58%	44%	40%	75%	
		Sep -11	58%	40%	50%	75%	
		Oct-11	55%	52%	60%	70%	
		Nov-11	62%	60%	70%	75%	
		Dec-11	65%	40%	60%	70%	
		Jan -12	60 %	52%	60%	75%	
		Feb-12	55%	56%	60%	70%	
		Mar-12	55%	64%	50%	75%	